Indiana
Incident Management Program
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Division of Field Services

Indiana Department of Homeland Security
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Introduction

The initiation of the Indiana Incident Management Program is designed to augment and enhance the State of Indiana's ability to conduct on-scene incident management operations at complex, large scale, and multi-operational period incidents. This initiative is the result of numerous trends and occurrences which have exposed the significant need for responders with advanced training in incident command and incident management.

Of particular note are the lessons learned from the 2007 Ardent Sentry exercise, which made evident that large-scale incidents require personnel with advanced ICS training and who can implement that training as a team. Additionally, Indiana had three Federal Disaster Declarations in 2008 during which incident management teams would have helped in the response and recovery phases. The continuing pursuit of compliance with Homeland Security Presidential Directive - 5 (HSPD) and HSPD-8 , as well as intense ICS 300 and ICS 400 training in Indiana over the last two years, have encouraged the formation of incident management teams.

Through this program, the Indiana Department of Homeland Security (IDHS) will encourage and support the development of All Hazard Incident Management Teams within each of the ten homeland security districts. These teams will augment the capabilities of localities throughout the state, and ensure that they are capable of enhanced on-scene incident management for large-scale incidents and events and serve as a core element of each district response task force.

The completion of this program will move the State of Indiana's response capabilities forward from having few Incident Management Teams (IMTs) to having several validated teams. Additionally, this program will encourage each county to develop its own local IMT. This is a sizeable challenge and by undertaking and achieving this enterprise, the state will set the standard by having arguably the largest incident management capability in the country. Indiana's make up of many small county jurisdictions, as well as its small town feel, has at times been considered a weakness within government. This program will allow the State of Indiana to take advantage of these characteristics and use them to its benefit. Through this undertaking, the IDHS intends to capitalize on Indiana's county government structure, the established homeland security districts and the unique character of the state as a whole.

Incident Management Program Purpose

The purpose of the Indiana Incident Management Program is to raise on-site incident management capabilities within the State of Indiana through the development and use of IMTs at the state and district levels. Through this program, the IDHS will elevate Indiana responders' knowledge and use of the advanced levels of the Incident Command System (ICS) and the National Incident Management System (NIMS).

Incident Management Program Vision

Over the next four years, the IDHS will facilitate the development of a Type 2 state level IMT and 10 district level All Hazard Incident Management Teams through the Indiana Incident Management Program. The IDHS will encourage the creation of 10 District All Hazard Incident Management Teams that will participate as a core element to their district response task force. Ultimately, the program will facilitate the development of highly skilled state and local emergency responders who have the capability to effectively direct and control incident activities by using the ICS consistent with the guidelines set forth by the NIMS.

Incident Management Program Mission

The mission of the Indiana Incident Management Program is to develop incident management resources and capabilities throughout the state and increase the knowledgebase of advanced ICS functions and practices for public safety entities and responders through training, exercise, and capability validation.

Legal and Administrative Authorities

Title 44 Code of Federal Regulations
Robert T. Stafford Act
Homeland Security Presidential Directive 5
Homeland Security Presidential Directive 8
National Incident Management System
Indiana Code Title 10
Executive Order 05-09 (as amended or updated)
Target Capabilities List
Indiana Homeland Security Strategy
NFPA 1561
NFPA 1026

Incident Management Program Strategy

Through the Indiana Incident Management Program, the IDHS will provide administrative, organizational, and technical guidance in the formation of IMTs across the state. Using the described strategy, the IDHS will also attempt to provide some limited logistical and financial assistance to local jurisdictions to support team formation.

In the Indiana Incident Management Program, strategy, definitions, available training, targeted locations for types of teams, milestones, and proposed supporting mechanisms pertaining to logistics and finances will be outlined. Recommended guidelines for team qualifications, training, exercise, structure, and employment will also be provided.

The IDHS intends to meet two needs through the strategy. The first is the development of state level incident management capabilities for state response. These capabilities will be utilized to support incident management activities at the local level when requested or will support incident management needs for incidents occurring within the state's jurisdiction. The second provision is to plan a coordinated effort of incident management capability building for local jurisdictions.

Obviously, all public safety entities expect advanced incident management capabilities to exist at every level of government; however, this is not the case and the development of these capabilities requires, time, money, leadership, dedication, and hard-work. The purpose of this program is to fill the void of IMTs in Indiana and make achieving these capabilities easier to attain for the benefit of all Hoosiers.

The goal is to develop Type 3 All-Hazard Incident Management Teams (AHIMTs) in every Indiana homeland security district that will act as the Incident Management Team core element of the district response task force (As outlined in the District Response Task Force Initiative) and encourage the development of Type 4 Local IMTs in those counties that have the resources and interest to do so. Three Multi-Agency Coordination (MAC) Teams which can support Emergency Operation Centers will also be developed. The IDHS will sponsor a Type 2 IMT consisting of state and local responders.

Consequences

Indiana currently has no FEMA certified IMTs. Indiana averages one Federal disaster or emergency every 15 months. These disasters, along with the numerous large scale emergencies which are not federal declarations, require incident management capabilities at all levels. These disasters also become very complex due to the small units of government found within Indiana. Incidents typically cross jurisdictional boundaries and overwhelm small governmental entities. Indiana cannot afford duplication of effort and inefficient use of critical resources in these instances. IMTs and MAC Teams help reduce these issues. Failure to develop the Indiana Incident Management Program may result in inefficient and ineffective use of resources, and ultimately could be a disservice to the citizens of Indiana. By applying the best practices, and utilizing newly developed incident management resources, supported and guided by critical lessons learned, Indiana will progress to a new level of response and recovery ensuring the best use of resources to save lives, property, and tax-payer dollars. The use of specially trained teams

to manage the complex incidents which face Indiana is the right thing to do in the face of increased challenges and decreased financial resources.

State Advisory Committee for District Initiatives

In support of this program (And the District Concept Issues), a State Advisory Committee for District Initiatives will be formed to provide policy recommendations and program guidance. Some topics pertaining to the Indiana Incident Management Program that will be addressed by this committee are:

- Issues pertaining to state activation of IMTs including compensation, liability, and procedures.
- Standardizing ICS Forms and ICS form applications
- Team credentialing
- Position credentialing
- In-service training requirements
- Standardized delegations of authority
- Mutual Aid Agreements
- Reimbursement of expenditures

This committee will provide advice and guidance to IDHS so that the Department can set articulate and calculated standards.

Team Validation

Team validation will be exceedingly important especially once the teams are actually employed during disasters and emergencies. Decisions made and actions taken are certain to be called into question. When that occurs, the credibility of the team will also be scrutinized. This mandates a solid validation system that can be backed up by individual training and experience. The validation program and qualification requirements will be established by the IDHS and will be advised by the State Advisory Committee for District Initiatives. The validation process will need to incorporate the position task book process as established by the U.S. Fire Administration. The IDHS will establish the common tasks to be listed in each position task book.

Incident Management Teams

Utilizing this program, IDHS will help to develop various types of IMTs. At the state level, the developed teams could be utilized in an advisory capacity, management capacity, coordination capacity, and/or command capacity. At the local level, established teams will focus on the management and command functions of incident management. Additionally, Federal guidance has determined different levels of capability by the types of team. This chapter of the Indiana Incident Management Program will define the different teams along with their missions, descriptions, type, and recommended guidelines for team composition to achieve maximum effectiveness.

Local Incident Management Teams

Local Incident Management Team (IMT) Mission Statement

*(**NOTE:** Each locality should define the mission and scope of its Local Incident Management Team. This sample Mission Statement serves as a recommendation and is generic in nature so that it can support the direction of the program.)*

The mission of the Local Incident Management Team is to be capable of managing a Type 4 incident on behalf of its jurisdiction until the incident has expanded past its capabilities and transitioned to an All-Hazard Incident Management Team or until the incident has transitioned to a recovery effort.

Local Incident Management Team (IMT) Description

A Local Incident Management Team may consist of personnel from a single agency for discipline specific incidents or may consist of personnel from multiple agencies for an all-hazards approach. The Local IMT may be activated in the event of expanding incidents within a jurisdiction in order to bring rapid organizational and stabilization efforts to bear, or to prepare a proper transition to an IMT capable of the next higher level of response. Local IMTs are typically supported at the city and county levels of government. Local IMTs will typically consist of persons filling all Command and General Staff positions.

Target Capabilities List Description

NIMS Typed Resource. Type 4 IMTs are designated teams of fire, EMS, and/or law enforcement officers from a region or single jurisdiction (city or county), activated to manage a major or complex incident during the first 6-12 hours and possibly transition to a Type 3 IMT. Capable of functioning in an incident management function that may involve resources from

multiple agencies from the discovery of and arrival at an incident up to and including a full operational period as defined by the agency or jurisdiction.

FEMA Resource Type

A command team comprised of the Incident Commander, appropriate command and general staff personnel assigned to the incident. (Source: *FIRESCOPE*) Components and Capabilities: Variations may also be based on level and type of disaster experience (i.e., local event experience vs. national event experience).

U.S. Fire Administration Definition

A single and/or multi-agency team for expanded incidents typically formed and managed at the city or county level or by a pre-determined regional entity. It is a designated team of fire, EMS, Department of Public Works, Public Health, and/or law enforcement personnel from a larger and generally more populated area, typically within a single jurisdiction (city, county, or region), activated when necessary to manage a major or complex incident requiring a significant number of local and mutual aid resources, such as a major structure fire, a multi-vehicle crash with multiple patients, an armed robbery, or a hazardous materials spill. It may also be activated for public events. A Local IMT usually is comprised of 7-10 trained personnel who respond to incidents that are typically contained within one operational period in the control phase, usually within a few hours after resources arrive on scene, but may initially manage larger, more complex incidents prior to arrival of a Type 3, Type 2, or Type 1 IMT.

Required Training

- ICS-100
- ICS-200
- ICS-300
- ICS-400
- IS-700
- IS-800
- 0337   Command and General Staff Functions for Local IMTs

Required Equipment and Supplies

- Appropriate personal protective equipment
- Communications interoperability equipment
- Laptop computers with wireless internet
- Self-sustainment supplies
- Transportation Vehicles
- Mobile Phones

Local Incident Management Team Structure
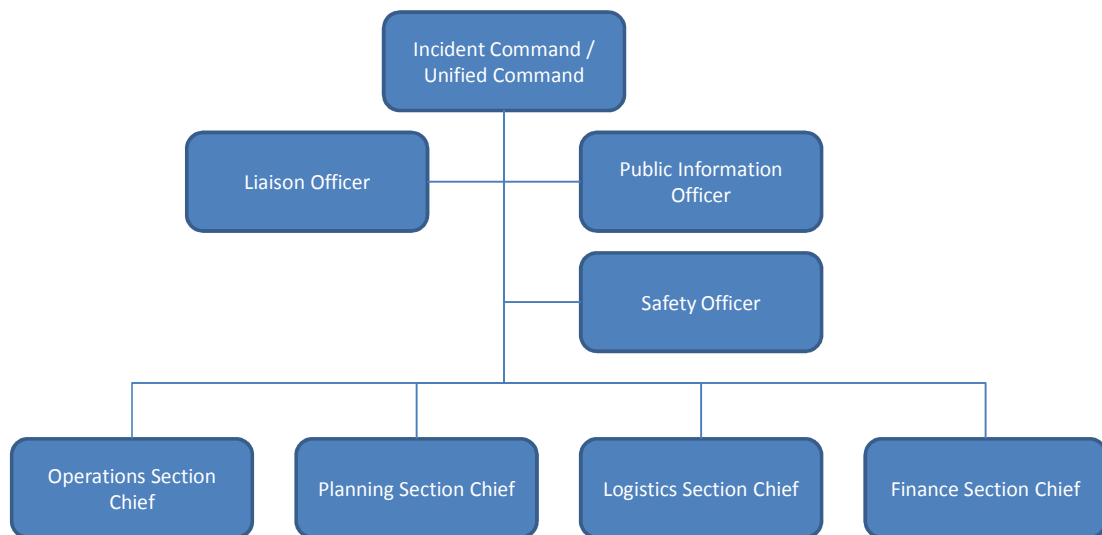
All-Hazard Incident Management Teams

All-Hazard Incident Management Team (AHIMT) Mission Statement

(***NOTE:*** *Each Homeland Security District should define the mission and scope of its All-Hazard Incident Management Team. This sample Mission Statement serves as a recommendation and is generic in nature so that it can support the direction of the program.*)

The mission of the All-Hazard Incident Management Team is to be capable of managing a Type 3 incident which has significant impact or disruption on a Homeland Security District and can intercede on behalf of its own District or may be activated to support another District until the incident has expanded past its capabilities and transitioned to a Type 2 IMT or until the incident has stabilized to a recovery effort.

All-Hazard Incident Management Team (AHIMT) Description

An All-Hazard Incident Management Team consists of personnel from multiple agencies and disciplines for an all-hazards approach. The AHIMT may be activated in the event of large scale incidents or events affecting an entire District or a large portion thereof, and to assist in mitigation and stabilization efforts or to prepare a proper transition to an IMT capable of the next higher level. AHIMTs will be supported by manpower, funding, and oversight at the District level with policy oversight being provided by the District Planning Council and District Planning Oversight Committee. The District AHIMT will serve as the incident management core element for the District Response Task Force. AHIMTs will typically consist of all Command and General Staff positions. Districts should also consider including a Staging Area Manager, Resource Unit Leader, and a Communications Unit Leader.

FEMA Resource Type

A command team comprised of the Incident Commander, appropriate command and general staff personnel assigned to the incident. (Source: *FIRESCOPE*) Components and Capabilities: Variations may also be based on level and type of disaster experience (i.e., local event experience vs. national event experience).

Target Capabilities List Description

NIMS Typed Resource. Type 3 IMTs are standing teams of trained personnel from different departments, organizations, agencies, and jurisdictions within a State or metropolitan region, deployed within a State or region to manage or support incident management at incidents that extend beyond one operational period and possibly transition to a Type 2 or Type 1 IMT. Capable of functioning in an incident management function that involves resources from multiple agencies and jurisdictions from local to Federal levels for multiple operational periods.

U.S. Fire Administration Definition

Type 3: State or Regional multi-agency / multi-jurisdiction team for extended incidents.
A multi-agency/multi-jurisdiction team for extended incidents, formed and managed at the State, regional or metropolitan level. It is a designated team of trained personnel from different departments, organizations, agencies, and jurisdictions within a state or DHS Urban Area Security Initiative (UASI) region, activated to support incident management at incidents that extend beyond one operational period. Type 3 IMTs are deployed as a team of 10-20 trained personnel to manage major and/or complex incidents requiring a significant number of local, regional, and state resources, and incidents that extend into multiple operational periods and require a written Incident Action Plan (IAP), such as a tornado touchdown, earthquake, flood, or multi-day hostage/standoff situation, or at planned mass-gathering events. A Type 3 IMT may also initially manage larger, more complex incidents that are later transitioned to a Type 2 or Type 1 IMT.

Required Training

- ICS-100
- ICS-200
- ICS-300
- ICS-400
- IS-700
- IS-800
- 0305   Type 3 IMTs: Team Development – All Hazard IMT
- O400 Series   Position Specific Training

Required Equipment and Supplies

- Appropriate personal protective equipment
- Communications interoperability equipment
- Laptop computers with wireless internet
- Self-sustainment supplies
- Transportation Vehicles
- FEMA Type 3 Mobile Communications Center
- Mobile Phones

All-Hazard Incident Management Team Structure
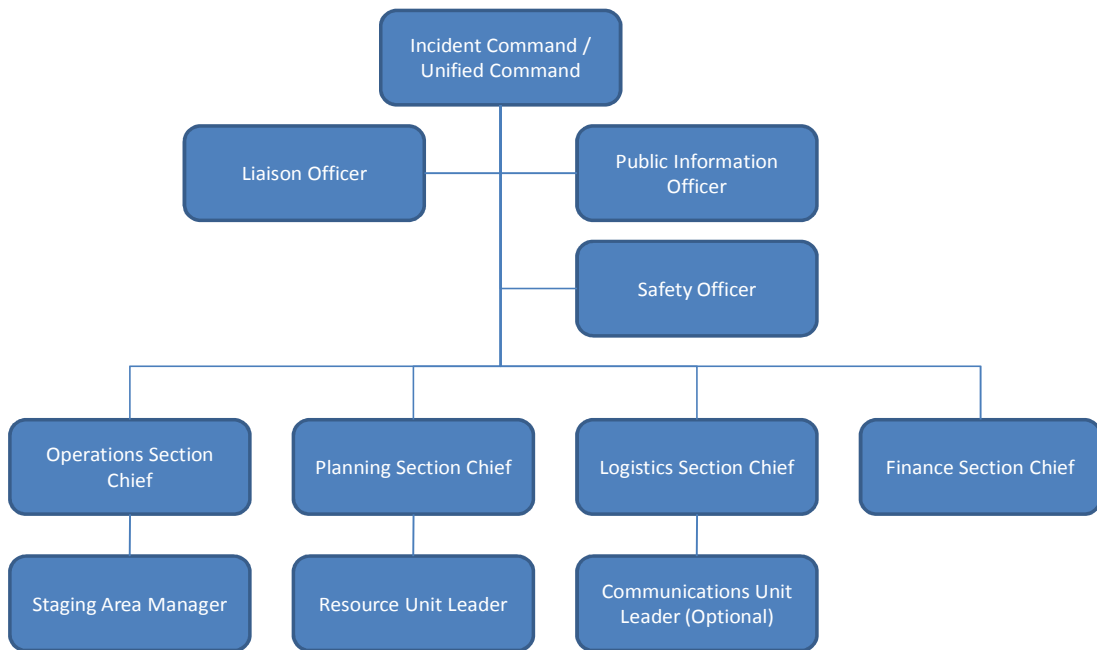
Type 2 Incident Management Teams (T2IMTs)

Type 2 Incident Management Team (T2IMT) Mission Statement

*(**NOTE:** The only Type 2 IMT planned within the Indiana Incident Management Program is the state IMT. However, for long-term planning purposes, Districts should consider progressing their AHIMTs into Type 2 IMTs)*

The mission of the T2IMT is to be capable of managing a Type 2 incident at the request of, and on behalf of, an affected jurisdiction in which the incident has a significant impact or disruption upon the State of Indiana. The team will mitigate and stabilize the incident or prepare for a proper transition to a Type 1 IMT if the incident has expanded past its capabilities.

Type 2 Incident Management Team Description

A T2IMT consists of personnel from multiple agencies and disciplines for an all-hazards approach. The T2IMT may be activated in the event of large scale incidents or events affecting the entire State or a large portion thereof to assist in mitigation and stabilization efforts or to prepare a proper transition to a Type 1 IMT. T2IMTs will be supported at the State or Federal level. T2IMTs will typically consist of all Command and General Staff positions. Consideration should also be made to include a Staging Area Manager, Resource Unit Leader, Demobilization Unit Leader, Communications Unit Leader, Medical Unit Leader, and a Cost Unit Leader.

FEMA Resource Type

A command team comprised of the Incident Commander, appropriate command and general staff personnel assigned to the incident. (Source: *FIRESCOPE*) Components and Capabilities: Variations may also be based on level and type of disaster experience (i.e., local event experience vs. national event experience).

Target Capabilities List Description

NIMS Typed Resource. Type 2 IMTs are federally or State-certified standing team comprised of approximately 38 members qualified and certified through the National Wildfire Coordinating Group (NWCG) qualification process. A Type 2 IMT may be self-contained and is typically deployed to incidents of regional significance. Capable of functioning in an incident management function that involves utilization of significant numbers of State and Federal-level resources.

U.S. Fire Administration Definition

Type 2: National or State team for incidents of regional significance. A self-contained, all-hazard or wildland team recognized at the National and state level, coordinated through the state, Geographic Area Coordination Center or National Interagency Fire Center. All personnel meet the NWCG training regimen at the Type 2 level for their specific position. A T2IMT is deployed as a team of 20-35 personnel to manage incidents of regional significance and other incidents requiring a large number of local, regional, state, and national resources. This includes incidents where Operations Section personnel approach 200 per operational period and total incident personnel approach 500. Several dozen T2IMTs are currently in existence, and operate through the U.S. Forest Service.

Required Training

- ICS-100
- ICS-200
- ICS-300
- ICS-400
- IS-700
- IS-800
- 0305   Type 3 IMTs: Team Development – All Hazard IMT
- Position Specific Training
- T2IMTs: Performance-based training regimen identified by the National Wildfire Coordinating Group (NWCG) in PMS 310-1, Wildland Fire Qualification Guide

Required Equipment and Supplies

- Appropriate personal protective equipment
- Communications interoperability equipment
- Laptop computers with wireless internet
- Self-sustainment supplies
- Transportation vehicles
- FEMA Type 2 Mobile Communications Center
- Mobile phones
- Satellite phones and data connectivity

Type 2 Incident Management Team Structure
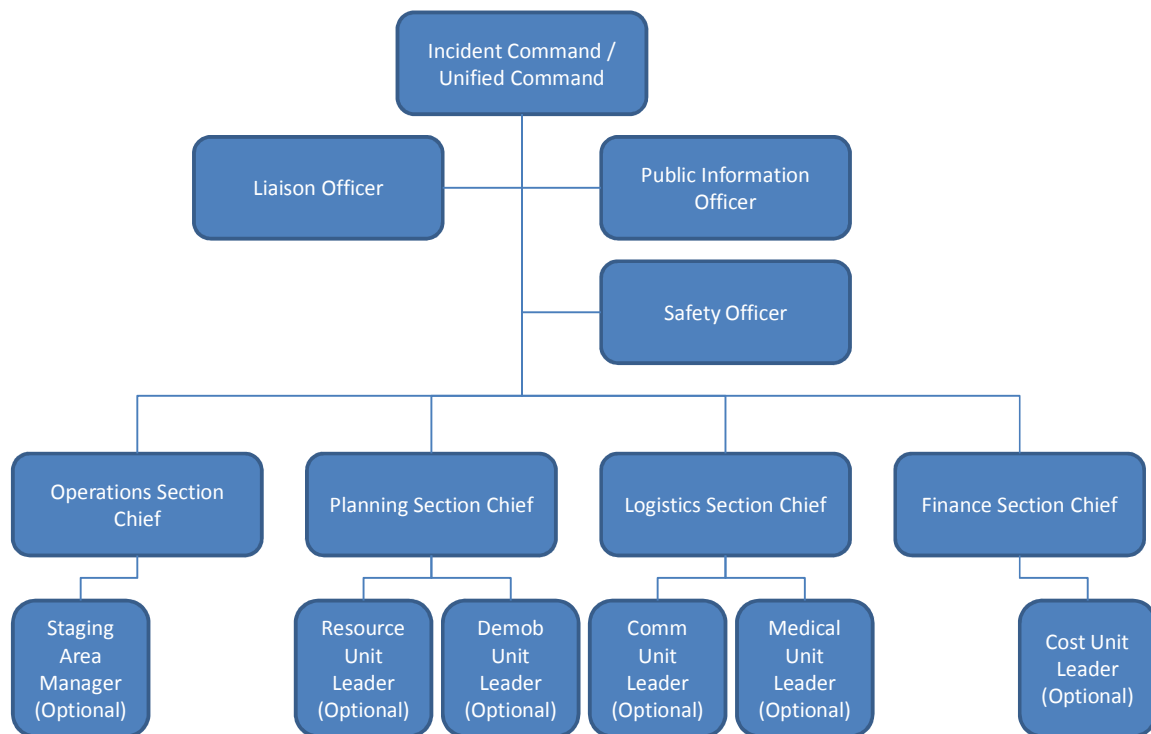
Type 1 Incident Management Teams (T1IMTs)

Type 1 Incident Management Team (T1IMT) Mission Statement

*(**NOTE:** There are currently no expectations in this document that outline the development of a Type 1 team in the State. This description provides for the awareness and knowledge of what a Type 1 team may look like if one is to be developed in the future.)*

The mission of the T1IMT is to be capable of managing a Type 1 incident at the request of, and on behalf of, an affected jurisdiction in which the incident has a significant impact or disruption upon the State of Indiana or FEMA Region V. The team will mitigate and stabilize the incident and prepare for a proper transition to a lower IMT once the incident has diminished.

Type 1 Incident Management Team (T1IMT) Description

A T1IMT consists of personnel from multiple agencies and disciplines for an all-hazards approach. The T1IMT may be activated in the event of large scale incidents or events affecting the entire region, State, or a large portion thereof to assist in mitigation and stabilization efforts or to prepare a proper transition to a T1IMT. T1IMTs will be supported at the state or Federal level. T1IMTs consist of all Command and General Staff Positions. Consideration should also be made to include a Staging Area Manager, Resource Unit Leader, Demobilization Unit Leader, Situation Unit Leader, Documentation Unit Leader, Communications Unit Leader, Medical Unit Leader, Supply Unit Leader, Time Unit Leader, and a Cost Unit Leader.

FEMA Resource Type

A command team comprised of the Incident Commander, appropriate command and general staff personnel assigned to the incident. (Source: *FIRESCOPE*) Components and Capabilities: Variations may also be based on level and type of disaster experience (i.e., local event experience vs. national event experience).

Target Capabilities List Description

NIMS Typed Resource. T1IMTs are federally or state-certified standing teams comprised of approximately 38 members qualified and certified through the NWCG qualification process. A T1IMT is the most robust IMT with the most experience; is fully equipped and self-contained and is typically deployed to catastrophic events. Capable of functioning in an incident management function that involves utilization of significant numbers of Federal-level resources.

U.S. Fire Administration Definition

Type 1: National or state team for incidents of national significance. A self-contained, all-hazard team recognized at the National and state level, coordinated through the state, Geographic Area Coordination Center, or National Interagency Fire Center. All personnel meet the NWCG training regimen at the Type 1 level for their specific position. A T1IMT is deployed as a team of 35-50 personnel to manage incidents of national significance and other incidents requiring a large number of local, regional, state, national, and Federal resources over multiple operational periods. This includes incidents where Operations Section personnel may exceed 500 per operational period and total incident personnel may exceed 1000. Eighteen T1IMTs are now in existence, and operate through the U.S. Forest Service.

Required Training

- ICS-100
- ICS-200
- ICS-300
- ICS-400
- IS-700
- IS-800
- 0305   Type 3 IMTs: Team Development – All Hazard IMT
- Position Specific Training
- T2IMTs: Performance-based training regimen identified by the National Wildfire Coordinating Group (NWCG) in PMS 310-1, Wildland Fire Qualification Guide
- T1IMTs: Performance-based training regimen identified by the National Wildfire Coordinating Group (NWCG) in PMS 310-1, Wildland Fire Qualification Guide

Required Equipment and Supplies

- Appropriate personal protective equipment
- Communications interoperability equipment
- Laptop computers with wireless internet
- Self-sustainment supplies
- Transportation vehicles
- FEMA Type 1 Mobile Communications Center
- Mobile phones
- Satellite phones and data connectivity

Type 1 Incident Management Team Structure
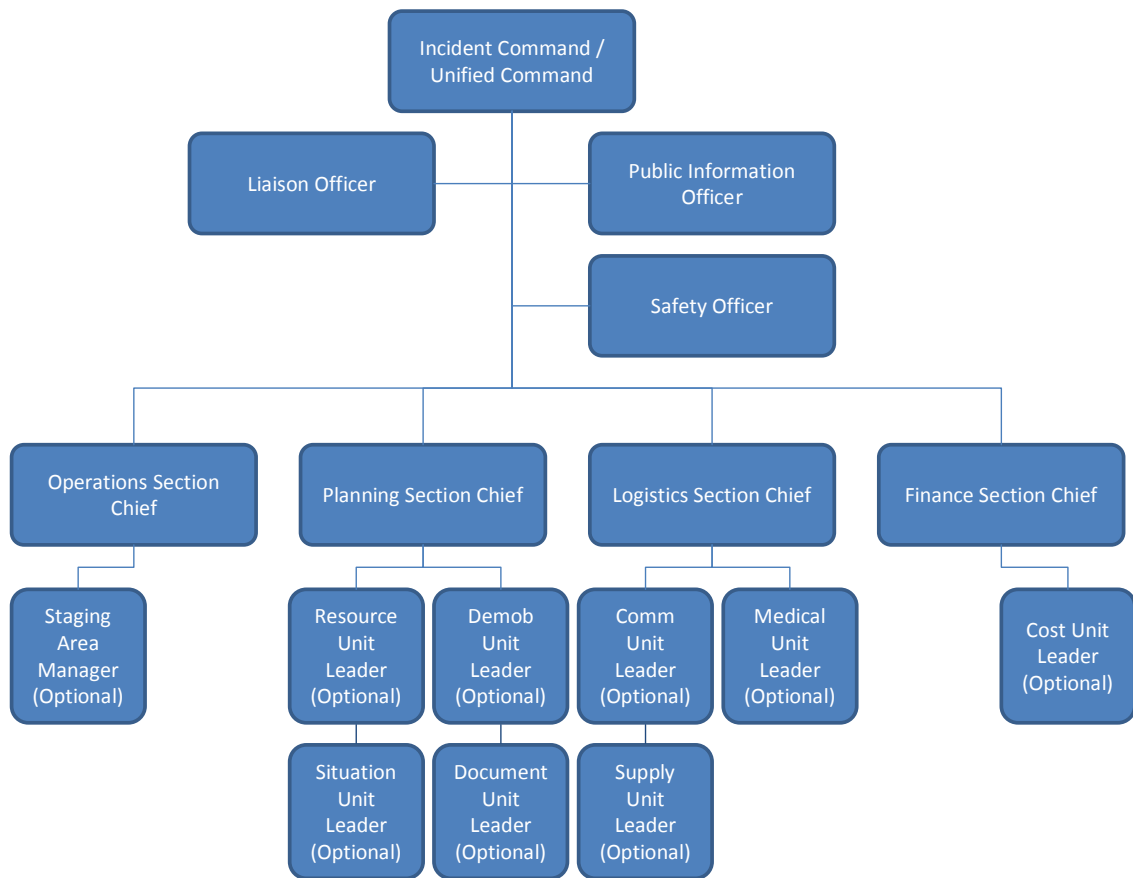
Multi-Agency Coordination Teams (MAC Teams)

Multi-Agency Coordination Teams (MAC Teams) Mission Statement

The mission of a Multi-Agency Coordination Team is to be capable of providing personnel trained in emergency management and multi-agency coordination to staff and operate an Emergency Operation Center or Multi-Agency Coordination Center for jurisdictions affected by large scale emergencies or disasters. The team may serve as personnel augmentation to jurisdictions lacking in manpower, or to relieve EOC staff which have been overworked as the result of the incident. The team will serve as the foundation of an organized and well coordinated response through information sharing, facilitating resource support and information and resource tracking.

Multi-Agency Coordination Team (MAC Team) Description

A MAC Team consists of personnel from multiple agencies and disciplines for an all-hazards approach with a large emphasis on emergency managers. The MAC Team may be activated in the event of Type 3 and larger incidents or events. MAC Teams will be supported at the District level and can be called upon to support its own District or to provide mutual aid to other jurisdictions or Districts as required. MAC Teams may also be activated to form a District level Emergency Operation Center to coordinate the resources and information across entire Districts. MAC Teams will typically consist of an EOC Manager, an Operations Section Chief, a Planning Section Chief, a Logistics Section Chief, a Finance Section Chief, a Public Information Officer, a Liaison Officer, and a Safety Officer. Consideration should also be made to include an Emergency Support Function (ESF) 3 Public Works Coordinator, an ESF 4 Firefighting Coordinator, an ESF 8 Health and Medical Coordinator, and an ESF 13 Public Safety Coordinator.

FEMA Resource Type

There is currently a resource called an EOC Management Support Team through FEMA, but the definition is nebulous.

Required Training

- ICS-100
- ICS-200
- ICS-300
- ICS-400
- IS-700
- IS-800
- IS-230 Principles of Emergency Management

- IS-292 Disaster Basics
- IS-701 Multi-Agency Coordination
- IS-775 EOC Management and Operations
- WebEOC Basic
- G775 EOC Management and Operations
- ICS/EOC Interface

Required Equipment and Supplies

- Appropriate personal protective equipment
- Communications interoperability equipment
- Laptop computers with wireless internet
- Self-sustainment supplies
- Transportation vehicles
- Mobile phones

Multi-Agency Coordination Team Structure

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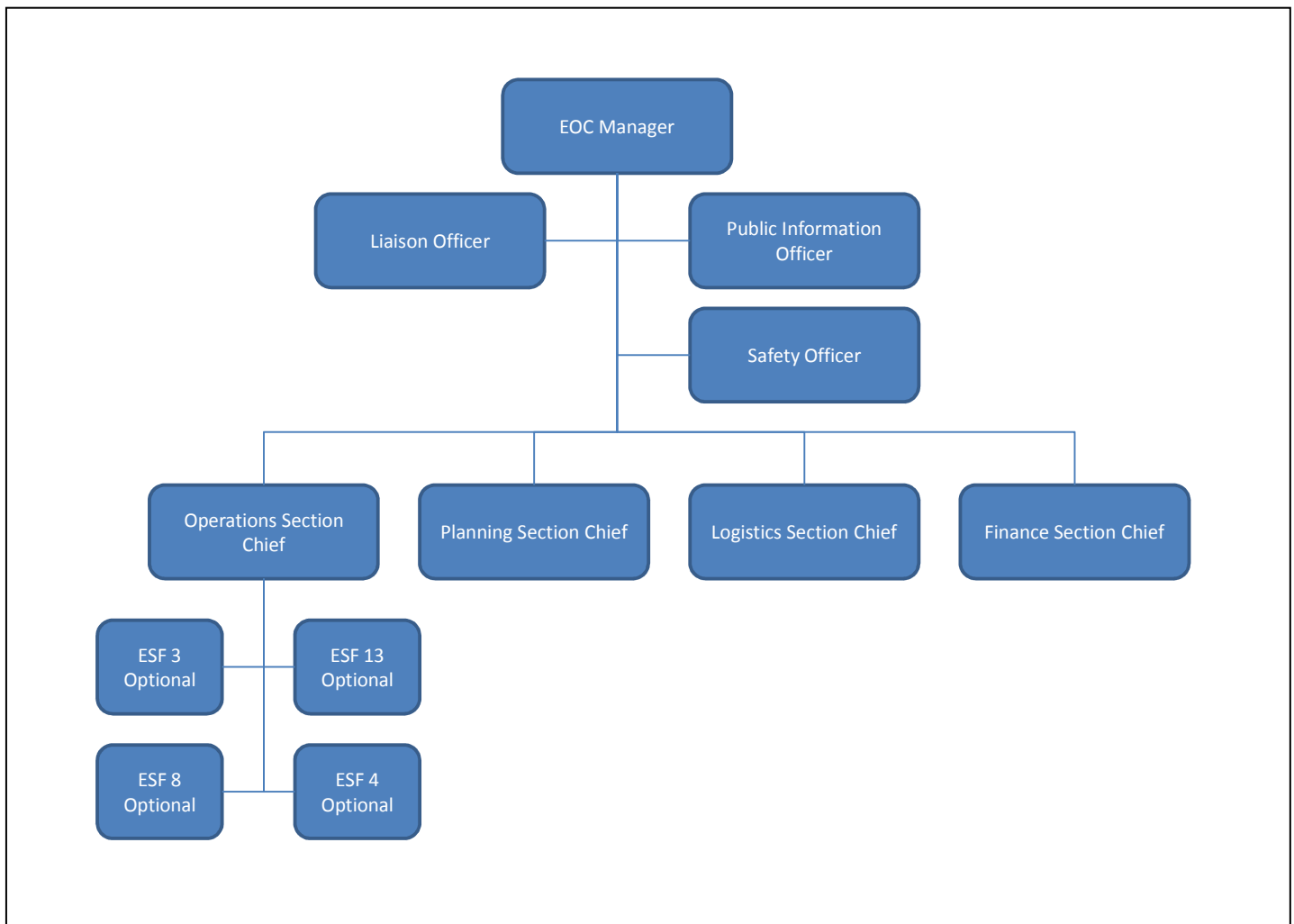
District Planning Council / District Response Task Force

In support of the established homeland security district concept within the State of Indiana, the formation of the AHIMTs and MAC Teams should be done within the oversight of the District Planning Councils (DPCs) and integrated within the district response task forces in accordance with the IDHS District Response Task Forces Initiative guidance document. Based upon each homeland security district's willingness to participate, the IDHS anticipates 10 homeland security districts will establish AHIMTs as a core element of their district response task force and three homeland security districts will additionally establish MAC Teams within their district response task force. This will provide a unique balance of IMTs and MAC Teams which will be capable of mutually supporting the diverse make-up of jurisdictions throughout Indiana. Each DPC will provide policy oversight and guidance for its district AHIMT.

Training and Exercise

In conjunction with the established required training listed within the team narratives above, each team should conduct refresher / in-service training on a regular basis. A wide range of applicable training exists in which teams can attend at remote locations together or training can be brought to Indiana which will allow teams to attend locally. The IDHS may establish validation standards which address required in-service training and exercise requirements. A training matrix will be provided which outlines recommended training courses that teams can attend to fulfill their in-service requirements as determined by the IDHS.

Field Training

For teams to be certified by FEMA at the Type 2 or Type 1 level requires field training coordinated through the U.S. Fire Administration. To complete this training, it will require the appointment of a Program Manager, a Field Training Liaison Officer, and a Chief of Party. These personnel will have numerous duties to ensure the proper requirements are prepared before, during and after field training deployment.

Requesting an Incident Management Team

Requesting the State IMT

The State IMT may be requested by a local Emergency Management Director through the State Emergency Operations Center. It is incumbent to all emergency management directors to understand when a team should be requested and under what conditions so that the proper function of the team may be determined. Directors may confer with their District Coordinator who can assist in the determination for the need and type of team to request. The request for the State IMT does not ensure the team will respond. Depending on the nature of the emergency,

the number of jurisdictions affected, and the number of requests for the team, a decision will be made as to which jurisdiction has the most critical need for the team. The State IMT will be deployed at the direction of the IDHS Executive Director or designee.

The State IMT may be requested to serve as an IMT under the following conditions:

1. An expanding incident has occurred within a jurisdiction which has progressed beyond local response capabilities equivalent to or larger than a Type 3 incident.
2. The jurisdiction requests that the State IMT manages the incident on its behalf.
3. A local Declaration of Emergency / Disaster has been made or is in the process of being made.
4. The jurisdiction will provide Command and General Staff personnel to be mentored by the State IMT in the advanced ICS functions.
5. The jurisdictional executive authority (County Commissioners, Mayor, etc) are willing to provide a delegation of authority to the State IMT to enable them to manage the incident.
6. The jurisdiction understands that while the State IMT will manage the incident, the jurisdiction still retains ultimate responsibility for the incident.
7. Permission for such a transition has been granted by the IDHS Executive Director.

The following process shall be followed to request the state IMT:

1. Requests will be made through the State Emergency Operations Center or through an IDHS District Coordinator, who will in turn notify the State Emergency Operations Center or at the direction of the IDHS Executive Director.
2. Team members will be notified and mobilize to an identified rally point to meet up with other team members.
3. Team members may be mobilized using the Mobile Support Unit process and must have the approval of the IDHS Executive Director.
4. The local jurisdiction having authority that is requesting the team should furnish the following information:
    a. State EOC/WebEOC incident number and or request number
    b. Name of incident
    c. Location of incident
    d. Designated assembly point
    e. Estimated time of briefing
    f. Point of Contact in the jurisdiction
    g. Contact phone numbers
    h. Access routes as necessary
    i. Any other pertinent or relevant information
    j. State IMT Commander may be requested to call the requesting EMA Director
    k. Provide concurrence for position trainees to participate

Note: A more comprehensive Standard Operating Procedure for requesting the state team will be developed within the state's policies and procedures. These guidelines serve as an initial model from which SOPs may be extrapolated.

Requesting a District AHIMT or MAC Team

DPCs will determine the manner in which their AHIMTs and MAC Teams will be requested and activated in support of mutual aid requests. DPCs will also define how their teams will be requested locally. The following serves only as an initial considerations and format from which other districts may request AHIMTs or MAC Teams through the State EOC as part of a state activation.

Districts will need to identify a primary 24/7 contact point from which district response task force resources may be requested. Jurisdictions which have had an incident which exceeds the capabilities of their jurisdiction and their district may request support through the State EOC or through their IDHS District Coordinator, who will in turn notify the State EOC. The State EOC will subsequently analyze the request and the overall situation and determine the most appropriate resource (i.e. AHIMT or MAC Team) to activate and respond to the request for mutual aid. This type of "state activation" will be done through the Mobile Support Unit process and must have the approval of the IDHS Executive Director. The local jurisdiction having authority that is requesting the team should furnish the following information to the State EOC:

        a. State EOC/WebEOC incident number and or request number
        b. Name of incident
        c. Location of incident
        d. Designated assembly point
        e. Estimated time of briefing
        f. Point of Contact in the jurisdiction
        g. Contact phone numbers
        h. Access routes as necessary
        i. Any other pertinent or relevant information
        j. AHIMT/MAC Team Commander may be requested to call the requesting EMA Director
        k. Provide concurrence for position trainees to participate

<u>Four Year Implementation Strategy</u>

The following chapter outlines the benchmarks over a five year period in which this Incident Management Program will be implemented. This strategy will be reviewed annually and adjusted to compensate for necessary changes mandated by progress, NIMS guidance changes, leadership directives and other reasons impacting the Indiana Incident Management Program.

2009 Objectives

Indiana Department of Homeland Security

1. IDHS will establish the State Advisory Committee for District Initiatives to make recommendations on the evolution of the Indiana Incident Management Program by December 31, 2009.

2. State IMT members will be recruited and selected by December 31, 2009.

3. IDHS will develop or adopt a training curriculum which provides for the validation of Local Incident Management Teams and provides equivalent standards as outlined in the NIMS / IMSID Five year training plan by December 31, 2009.

4. IDHS will develop a validation / credentialing standard for AHIMTs by December 31, 2009.

District All-Hazard Incident Management Teams

1. Homeland security districts will have their AHIMTs and MAC Teams established and team members selected by December 31, 2009.

1. District AHIMT members will begin attending the All-Hazard IMT Course. A minimum of two Districts shall complete the AHIMT course by December 31, 2009.

2010 Objectives

State Advisory Committee for District Initiatives

1. The State Advisory Committee for District Initiatives will establish team member qualifications for all team levels by March 1, 2010.

2. The State Advisory Committee for District Initiatives will establish guidelines for activating IMTs by March 1, 2010.

3. The State Advisory Committee for District Initiatives will establish training standards for IMTs by March 1, 2010.

4. The State Advisory Committee for District Initiatives will establish training standards for MAC Teams by March 1, 2010.

5. The State Advisory Committee for District Initiatives will establish requirements and organizational parameters for the State IMT by June 1, 2010.

6. The State Advisory Committee for District Initiatives will review and update the Indiana Incident Management Program by June 1, 2010.

7. The State Advisory Committee for District Initiatives will establish maintenance training standards for IMTs and MAC Teams by June 01, 2010.

8. The State Advisory Committee for District Initiatives will recommend a budget for the funding of the Indiana Incident Management Program; this will include recommendations for the sustainment of the program outside of grant funds by August 1, 2010.

State IMT

1. The State IMT will complete the AHIMT training course by December June 1, 2010.

2. The State IMT team shall complete position specific training by December 31, 2010.

District All-Hazard Incident Management Teams

1. District AHIMT members will continue to attend the All-Hazard IMT Course. A minimum of six Districts shall have completed the AHIMT course by December 31, 2010.

2. The two District AHIMTs which completed the AHIMT training in 2009 will complete the position specific training by December 31, 2010.

3. District MAC Team members shall have completed the required training by December 31, 2010.

2011 Objectives

State Advisory Committee for District Initiatives

1. The State Advisory Committee for District Initiatives will review and update the Indiana Incident Management Program by June 01, 2011.

2. The State Advisory Committee for District Initiatives will recommend a budget for the funding of the Indiana Incident Management Program by February 15, 2011.

State IMT

1. The State IMT will complete AHIMT field Training by December 31, 2011.

District All-Hazard Incident Management Teams

1. District AHIMT members will continue to attend the All-Hazard IMT Course. All 10 Districts shall have completed the AHIMT course by April 30, 2011.

2. The six District AHIMTs which completed the AHIMT training in 2010 will complete the position specific training by December 31, 2011.

3. The two District AHIMTs which completed the position specific training in 2010 will complete the AHIMT field training by December 31, 2011.

4. Each District MAC Team will complete an Operations based exercise by December 31, 2011.

2012 Objectives

State Advisory Committee for District Initiatives

1. The State Advisory Committee for District Initiatives will review and update the Indiana Incident Management Program by June 01, 2012.

2. The State Advisory Committee for District Initiatives will recommend a budget for the funding of the Indiana Incident Management Program by February 15, 2012.

State IMT

1. The State IMT shall complete required Type 2 training by April 30, 2012.

2. The State IMT shall complete the Type 2 field training by December 31, 2012.

District All-Hazard Incident Management Teams

1. All District AHIMTs which completed the AHIMT training in 2011 will complete the position specific training by April 30, 2012.

2. The six District AHIMTs which completed the position specific training in 2011 will complete the AHIMT field training by December 31, 2012.

Budget

There is currently no budget specifically dedicated to the Indiana Incident Management Program. There are, however, funds supporting the District Response Task Force Initiative of which the Indiana Incident Management Program supports. It is expensive to develop and maintain an IMT. These are important considerations when thinking about developing an IMT. Training costs for IMTs are eligible expenses for State Homeland Security Grant funds and Urban Area Security Initiative (UASI) Grant funds; however, use of these funds must be approved by the appropriate State Administrative Agency or UASI region.

Estimates indicate that each AHIMT and higher could cost $30,000.00 for start-up costs (i.e. equipment, PPE, travel, administrative costs, etc) and approximately $15,000.00 to maintain each year per team. A very rough estimate of the overall team costs over the course of five years is $1,030,000.00. This equates to an average of $343,334.00 annually, although the initial years funding is about half of the final years funding. This doesn't include the training costs previously discussed totaling $1,555,500.00 over five years. In total, the Incident Management Program could cost nearly $2,585,500.00 over five years of Indiana dollars in the form of grants, and state and local operating budgets.

It is recommended that initial funding be done through the combination of Emergency Management Performance Grants and Homeland Security Program Grants as seed money, but by the third year funding should be secured within the IDHS budget. By year five, local jurisdictions should be asked to offset some of the costs through a matching funds program.

Metrics

The following metrics will be used to measure the success of the Indiana Incident Management Program.

Incident Management

Plans, policies, and procedures include a formal process for
activating IMTs for large and complex events   Yes/No

Plans, policies and procedures address establishing incident command (e.g., IC
posts, staging areas, command and general staff)   Yes/No

Plans, policies and procedures address the process for developing an incident
action plan (e.g. to establish priorities, procedures, actions to meet incident
objectives)   Yes/No

Plans, policies, and procedures address command management (e.g.,
transitioning from Incident Command to Unified Command, interface with
agency administrators like municipal executives)   Yes/No

Plans, policies and procedures address communication requirements (e.g.,

maintaining communications with responding units, dispatching centers, EOC) Yes/No

Plans, policies, and procedures address demobilization of onsite incident management (e.g., transition from IC to recovery management, incident resources are returned to normal service) Yes/No

Incident Command Post is equipped with processes and/or technologies to maintain accountability of deployed resources and personnel Yes/No

Incident Command Post is equipped with ability to display real-time video feed of incident site Yes/No

Standard Operating Procedure (SOP) is in place to provide Incident Commander with observation trips for aerial view or satellite imaging of incident Yes/No

Plans, policies, and procedures are NIMS-compliant and support multi-agency response operations Yes/No

Electronic personnel tracking system is in place with ability to transmit personnel information to State EOC Yes/No

Command Post is equipped with ability to receive information from Command and General Staff and participating agencies and transmit IAPs and other documentation Yes/No

A records management system is in place (or is accessible) to order, track, and assign incident resources and to identify personnel who need training Yes/No

Plans, policies, and procedures include processes for ensuring the safety, security, structural integrity, and self-sufficiency of facilities used for onsite incident management facilities Yes/No

Percent of team members with training on how ICS will be applied 100%

Percent of personnel trained and exercised on incident command and management protocols and procedures in compliance with NIMS 100%

Personnel have had experience (e.g.,. through exercises) in activating and implementing onsite incident command operations Yes/No

Time in which additional resources are requested following initial scene assessment 5 Minutes

Frequency with which resources are tracked and managed from arrival on scene or at staging area until release Continuous

Time in which communication is established with appropriate local, State, and

| Federal response entities upon on scene arrival | 30 minutes |

| Time in which the Incident Commander designates command and general staff, dependent upon complexity and scope of incident | 30 minutes |

Command is successfully transferred to incident command organization able to manage the level of complexity and achieve the incident objectives   Yes/No

Initial incident priorities and objectives are effectively communicated   Yes/No

Time in which Incident Action Plan (IAP) is developed and approved   12 hours

Incident Action Plan (IAP) incorporates Incident Command System (ICS) management structures in accordance with the National Incident Management System (NIMS)   Yes/No

IAP clearly states measurable incident objectives and communicates strategies and tactics required to fulfill the incident objectives throughout the entire operational period   Yes/No

Time in which IAP is shared with other agencies and organizations at each operations briefing   30 minutes

Formal operational briefings are conducted at the start of each operational period   Yes/No
Incident objectives are accomplished through strategic and tactical actions   Yes/No

Potentially impacted areas are considered   Yes/No

IAP is re-assessed, revised, distributed, and briefed at least at the start of each new operational period   Yes/No

All on-site management activities are coordinated through the Incident Command System (ICS)   Yes/No

Demobilization is implemented in accordance with demobilization plan   Yes/No

Effective transition is made from the on-site Incident Commander to recovery manager   Yes/No

Incident resources are returned to normal service when no longer needed   Yes/No

Multi-Agency Coordination

Standard operating procedures (SOPs) for activation, operation, and deactivation of MAC Teams are in place   Yes/No

Standard operating procedure (SOP) sections related to the role of each entity in the management of MAC Teams have been reviewed   Yes/No

MAC Team plans and SOPs address dissemination of accurate, timely, accessible information to public, media, support agencies)   Yes/No

A system is in place (or is accessible) for mapping, modeling, and forecasting potential hazards   Yes/No

MAC Teams plans and SOPs address the demobilization of Emergency Operations Center (e.g., reassess and implement EOC deactivation plan, re-supply EOC entity to return to a state of readiness).   Yes/No

MAC Team plans and procedures include processes for ensuring the safety, security, structural integrity, and self-sufficiency of EOC facilities   Yes/No

EOC Plans and SOPs address dissemination of accurate, timely, accessible information to public, media, support agencies)   Yes/No

Communications plans to exchange data and voice in real time are in place   Yes/No

Redundant and diverse links in case of single point of failure for all critical communications are in place   Yes/No
Alternate processes for sharing public information have been created, tested and deployed   Yes/No

Policy/procedure, appropriate equipment, and capability to relocate safely, without loss of operational integrity, is established and tested   Yes/No

Primary and secondary means to establish and maintain communication services through the event timeline so that services can be activated promptly and have the capacity to continue to operate at acceptable levels are in place   Yes/No

Appropriate personnel have completed FEMA Independent Study Program for IS 700-NIMS, An Introduction   Yes/No

Appropriate personnel have completed FEMA Independent Study Program for IS 800.b-National Response Framework, An Introduction;   Yes/No

Appropriate personnel have completed FEMA Independent Study Program for IS 275-EOC Management and Operations;   Yes/No

Appropriate personnel have completed FEMA Independent Study Program for IS 100-Introduction to Incident Command System   Yes/No

Appropriate personnel have completed FEMA Independent Study Program for IS 200-ICS for Single Resources and Initial Action Incidents	Yes/No
HSEEP-compliant exercises are conducted to test MAC Team plans and procedures (e.g. secure EOC, track incidents, deliver resources).	Yes/No
MAC Team personnel are trained to perform EOC/MACC/IOF tasks and on their assigned roles and responsibilities as part of the EOC/MACC/IOF team	Yes/No
Time in which the MAC Team is activated and on scene	8 Hours
Time in which the MAC Team commences operations after on scene arrival	2 hours
Time in which MAC Team members are appropriately briefed and assigned	1 Hour
Time in which connectivity is established with all participating public safety related Communication Centers, serving the EOC/MACC/IOF directly or indirectly	30 minutes
Connectivity has been verified with all participating public safety-related Communication Centers, serving the EOC/MACC/IOF directly or indirectly	Yes/ No
Time in which the availability and functionality status of all plan supporting teams and resources, including identification of deficiencies or limiting factors, are reported to the State EOC	12 Hours
Time in which the MAC Team produces an incident action plan (IAP) defining a schedule and setting the operational period	2 Hours
Time in which the MAC Team produces and distributes a situation report	2 Hours
The MAC Team provides situation reports at least once per operational period	Yes/No
Issues are tracked until they are resolved	Yes/No
Time in which appropriate decision-makers are consulted to facilitate resolution of issues	30 Minutes
MAC Team recognizes the need to implement mutual aid agreements (MAAs)	Yes/No
Mutual aid, State resources are requested during an incident based on availability of resources and mutual aid	Yes/No
MAC Team consults appropriate decision-makers and facilitates resolution of needs/issues in a timely manner	Yes/No
Resource staging areas, Logistical Bases, and Logistical Staging Areas (LSAs) have been designated	Yes/No

Time in which the jurisdiction recognizes the need to implement mutual aid agreements and request private sector resources   2 Hours

Time in which mutual aid and State resources are requested, as needed, during an incident   2 Hours

Time in which private sector resources are requested, as needed, during an incident.   2 Hours

Process to ensure direction, information, and/or support provided to field is established   Yes/No

Status of resource requests are provided at least once per operational period   Yes/No

Conclusion

The completion of this program will move Indiana forward from having no certified IMTs to having 11. Additionally, the result of this program will be several Local IMTs and three MAC Teams. This is a sizeable challenge and by undertaking and achieving this challenge, the state will progress from its previous status to having arguably the largest incident management capability in the United States. Indiana's unique make-up of small county jurisdictions and small town feel has often been viewed as a weakness in government. This program seeks to take advantage of the cosmopolitan architecture of the State. By undertaking this program, it will capitalize on small county government structure, the established 10 homeland security districts and the state as a whole.

Appendix A

County Assessment Tool

1. Does your county already have an existing Incident Management Team?

Every county in Indiana is encouraged to develop a Local Incident Management Team (Type 4) which can be single discipline/single agency or multi-discipline/multi-agency.

2. Is there an agency within your county that is willing to sponsor and facilitate the development of an Incident Management Team?

If a Local IMT does not exist in your county, then you will need to identify one agency that is willing to host and facilitate the development of a team. Find a suitable agency that is motivated about incident management and is willing to pull together a minimum of eight people from within or outside of their agency to be team members.

3. Does the team have at least eight personnel fulfilling all Command and General Staff positions on the team?

Ensure that at least eight people have been selected to serve on the team and that each Command and General Staff position has been filled. If you have difficulty identifying members for the non-traditional positions like Logistics Section Chief and Finance Section Chief, look to other agencies to help staff the positions. Public Works agencies have people which may be capable for Logistics. Controller and Treasurers offices may be able to support the Finance Section. Emergency Management Agencies can support Liaison Officer and Planning Section positions. Many of these people are often excited about being on such a response team.

4. Have the team members completed the required ICS training (IS-100, IS-200, IS-700, IS-800, ICS-300 and ICS-400)?

Have those members who have not completed the training do the online training at FEMA's website and then contact your local Emergency management office or the Indiana Department of Homeland Security Training Division to find out where ICS-300 and ICS-400 courses can be attended.

5. Have the team members completed the Command and General Staff course?

The Command and General Staff Course is the final course required for Local IMTs under the Indiana Incident Management Program. The Indiana Department of Homeland Security field Services Division will be able to identify when those courses are being held. Once you have an entire team that meets all ICS training, request the course from the Indiana Department of Homeland Security Field Services Division.

Appendix B

District Assessment Tool

1. Does your district currently have an All-Hazard Incident Management Team?

Each district is encouraged to establish a multi-discipline All-Hazard Incident Management Team (Type 3). These teams should have membership from a variety of disciplines, agencies, and jurisdictions.

2. Is there an agency within the district that is willing to sponsor an All-Hazard Incident Management Team?

If a district All-Hazard Incident Management Team does not exist then one agency will need to be identified as the host agency. This would preferably be an Emergency Management Agency, but is not mandatory. It should be a suitable agency that is motivated about incident management and is willing to pull together a minimum of 11 people from throughout the district to be team members.

3. Does the team have at least 11 people assigned to all Command and General Staff positions?

Ensure that at least 11 people have been selected to serve on the team and that each Command and General Staff position has been filled with multiple disciplines represented in the Unified Command and Operations Section. If you have difficulty identifying members for the non-traditional positions like Logistics Section Chief and Finance Section Chief, look to other agencies to help staff the positions. Public Works agencies have people which may be capable for Logistics. Controller and Treasurers offices may be able to support the Finance Section. Emergency Management Agencies can support Liaison Officer and Planning Section positions. Many of these people are often excited about being on such a response team.

4. Have the team members completed the required ICS training (IS-100, IS-200, IS-700, IS-800, ICS-300 and ICS-400)?

Have those members who have not completed the training do the online training at FEMA's website and then contact your local Emergency management office or the Indiana Department of Homeland Security Training Division to find out where ICS-300 and ICS-400 courses can be attended.

5. Consider having the the team complete the Command and General Staff for Local IMTs course?

The Command and General Staff Course is suggested to be taken by all developing AHIMTs. Once you have an entire team that meets the above listed ICS training, request the course from the Indiana Department of Homeland Security Field Services Division.

6. Have the team members completed the All-Hazard Incident Management Team course?

Once the first two teams have completed the Command and General Staff course, they will have the first priority to attend the All-Hazard Incident Management Team Course when it is offered.

7. Has each team member completed their position specific training?

When the position specific courses are offered, first priority will be given to students who are on District AHIMTs and Local IMTs.

Appendix C

Training Matrix

	IS-100	IS-200	IS-700	IS-800	ICS-300	ICS-400	Command and General Staff Course	All-Hazard Incident Management Team Course	Position Specific Training	IS-230 Principles of Emergency Management	IS-292 Disaster Basics	IS-701 Multi-Agency Coordination	IS-775 EOC Management and Operations	WebEOC Basic
Local IMT (Type 4)	X	X	X	X	X	X	X		S			S		S
AHIMT (Type 3)	X	X	X	X	X	X	S	X	X			S	S	S
Type 2 IMT	X	X	X	X	X	X	S	X	X	S	S	S	S	S
Type 1 IMT	X	X	X	X	X	X	S	X	X	S	S	S	S	S
MAC Team	X	X	X	X	X	X	S		S	X	X	X	X	S

X = Required
S = Suggested